

30 April 1987

Notes for JL re. telephone call to Ron Crystal  
(phone 301/496-1597)

*phoned*  
MAY 26 1987

1. Kappas, Breslow, RWN, and JL have considered all aspects of possible relocation of Crystal to RU.
2. We have greatly appreciated Crystal's frankness and detailed account of his plans and present resources. Personally, we have grown to like and respect him; and we appreciate his interest in RU.

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Dwyler*

3. Basic Issue: The RU's "comparative advantages" relate to intensity and depth within comparatively small research laboratories -- whereas Crystal's successful strategy apparently depends upon breadth and large clinical activity. Of course, ~~we respect Crystal~~ and our good-faith discussions have been based upon genuine enthusiasm for the vigor <sup>(Crystal)</sup> ~~he~~ could bring to RUH. But <sup>(these discussions have revealed)</sup> ~~there seems to~~ be a mis-match in the combination of style and resources. This is especially true now when there is a strong consensus <sup>(at RU)</sup> to grow slowly and start smaller new labs.

4. Any offer from RU would be on the order of half the staff/space/funding now available to Crystal at NIH. Moreover, it would be RU's expectation that this would be sufficient for the character of the work done best at RU.

5. On balance, therefore, we reluctantly conclude that RU/RUH is not the optimal environment for Crystal. We could formulate <sup>(and are prepared to send an)</sup> offer; but it seems pointless to add detailed ceremony on written details <sup>(unless the)</sup> likelihood of success were high.